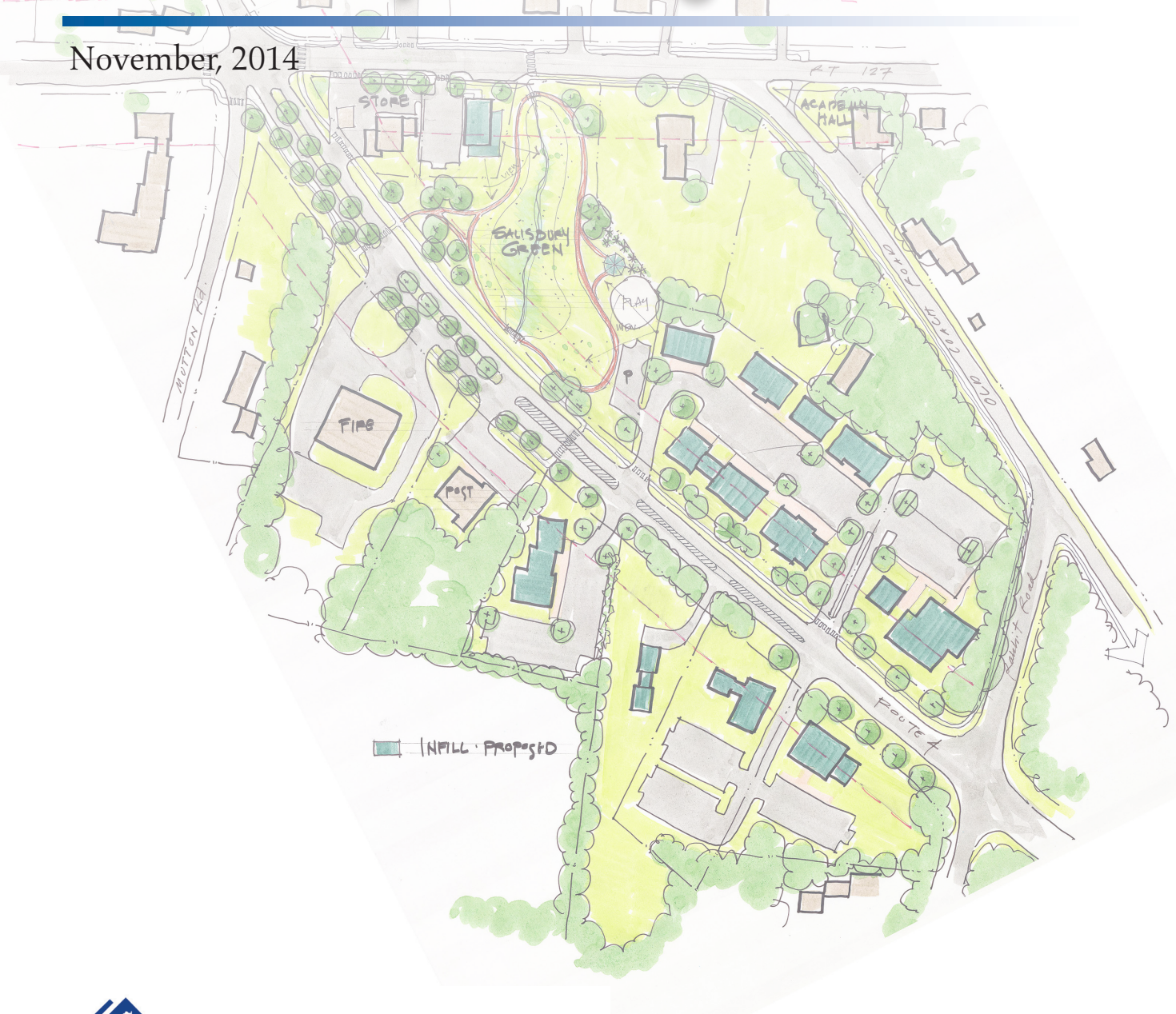


## Selected Case Studies

# Community Challenge Grant

November, 2014



**New Hampshire Housing**  
Bringing You Home

In 2011, the Department of Housing and Urban Development awarded a \$1 million three-year Community Challenge Planning Grant to New Hampshire Housing as the leader of a consortium of agencies, institutions, and organizations.

Consortium members include:

**Public Agencies:**

New Hampshire Housing Finance Authority  
New Hampshire Office of Energy and Planning  
New Hampshire Department of Environmental Services  
New Hampshire Department of Transportation  
New Hampshire Community Development Finance Authority

**Non-Profit:**

Plan NH  
New Hampshire Municipal Association  
New Hampshire Community Loan Fund  
New Hampshire Preservation Alliance  
New Hampshire Legal Assistance  
New Hampshire Home Builders Association

**Research:**

University of New Hampshire Cooperative Extension

Using this funding, New Hampshire Housing created the New Hampshire Community Planning Grant (CPG) Program that provided competitive matching grants to municipalities interested in changing their land-use regulations to fulfill the visions of their master plans, and to help them enhance local economic, environmental, and social sustainability.

The municipal grantees regarded the New Hampshire Community Planning Grant funding as a catalyst for long-sought changes to local land use regulations. This unique grass-roots approach to project design was the hallmark of the CPG Program – New Hampshire residents deciding what changes needed to be made in their own communities, then receiving assistance to reach their goals to help guide future growth and development.

The thirteen case studies presented here offer insight into the diverse projects undertaken by the grantees, including the challenges, successes, and lessons learned.

These case studies were prepared by New Hampshire Housing with the assistance of Karen Fitzgerald of FitzDesign, Inc. and Jeffrey Taylor of Jeffrey H. Taylor & Associates. Design and layout by Eva Ruutopöld Freelance Design.

# Table of Contents

1	<b>ALTON</b> › <b>Workforce Housing Ordinance</b>
3	<b>BEDFORD</b> › <b>Pedestrian Bicycle Master Plan</b>
7	<b>CLAREMONT</b> › <b>Business Corridor Project</b>
9	<b>DOVER</b> › <b>Form Based Code for Gateways, Downtown TIF/TOD, Heritage Housing District</b>
13	<b>ENFIELD</b> › <b>Route 4 Corridor Form Based Code</b>
17	<b>KEENE</b> › <b>Marlboro Street Re-Zoning &amp; Land Use Regulations Project</b>
21	<b>LACONIA</b> › <b>Design Standards/Site Plan Regulations</b>
25	<b>LANCASTER</b> › <b>Form Based Code for Downtown/Route 3 Corridor</b>
29	<b>LEBANON</b> › <b>Energy Efficiency Initiative</b>
33	<b>PELHAM</b> › <b>Pelham Center Mixed Use Zoning and Low Impact Development</b>
37	<b>PETERBOROUGH</b> › <b>Traditional Neighborhood Overlay Zone: Amendment to the Zoning Ordinance</b>
41	<b>SALISBURY</b> › <b>Housing Alternatives and Crossroads Village Project, Village Center Visioning Project</b>
45	<b>SEABROOK</b> › <b>Traditional Neighborhood Overlay Zone: Amendment to the Zoning Ordinance</b>

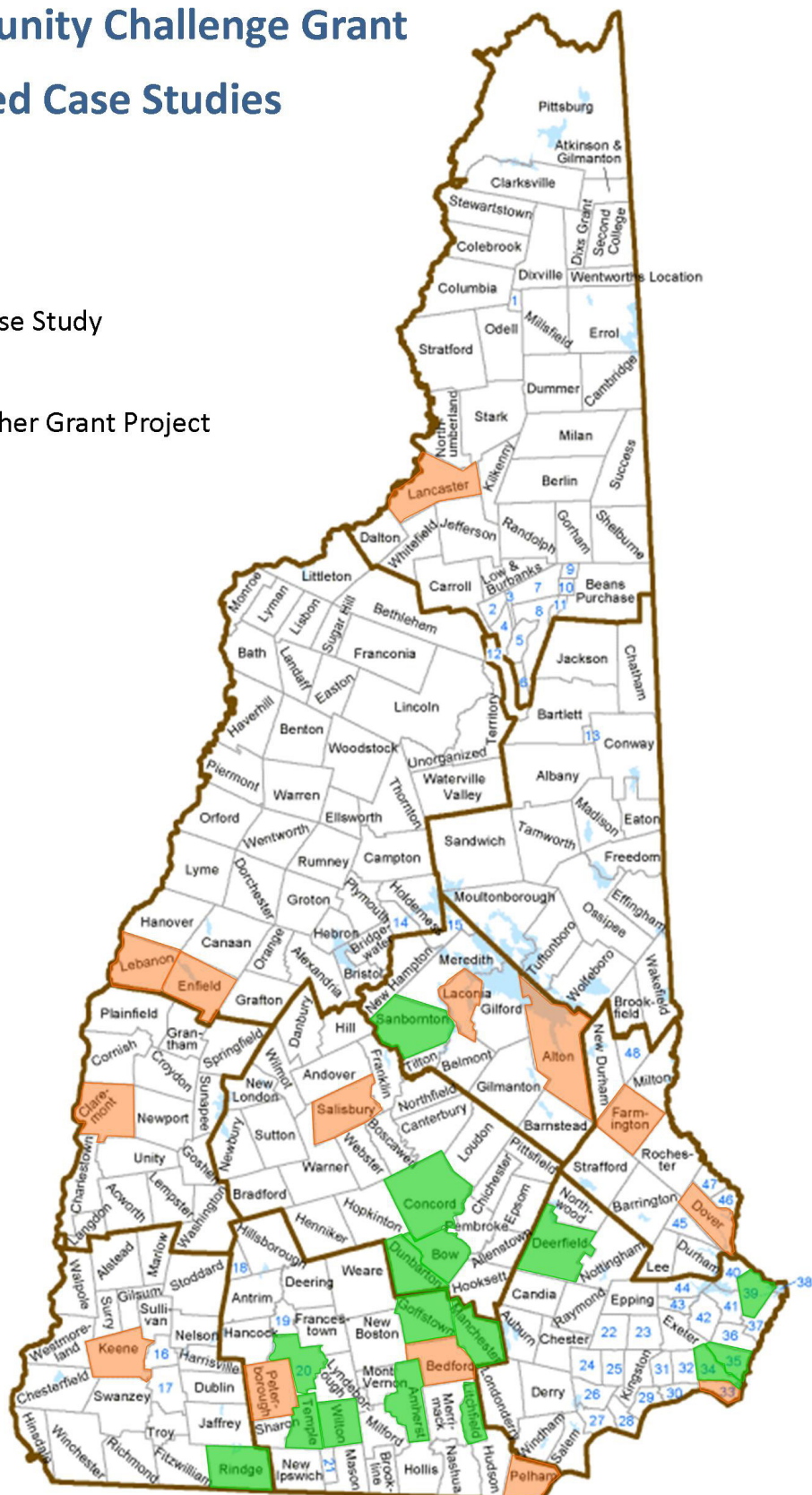
The production of CPG Selected Case Studies was supported by  
HUD Community Challenge Planning Grant No. FR-5500-N-33.

The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.



# Grant Map

## Community Challenge Grant Selected Case Studies





TOWN OF  
**Alton**

POPULATION  
5,277 (2012 est.)

AREA  
62.9 square miles

**PROJECT** › **Workforce Housing Ordinance**

**CONSULTANT** › Jeffrey H. Taylor & Associates

**BACKGROUND** › The Town of Alton is a lakefront community at the southeastern extremity of Lake Winnepesaukee. It has a large seasonal influx of residents during the summer months. This summer population has roots, in part, from a religious revival community that located on the shores of Alton Bay in 1863. Due to continued growth of the seasonal vacation property demand, real estate values have been rising considerably over recent years; land values were more related to the community's vacation/resort economy than to the permanent residential economy.

**The 2005 Alton Master Plan identified the issue that local residents, and potential residents, were being priced out of the local housing market.**



It was a goal of the Master Plan to address that situation. While the Town's zoning ordinance already provided for multi-family residential housing, it lacked provisions that would promote the construction of a broader range of workforce housing, including mixed-income single-family developments.

**THE PROJECT** › Throughout 2013 the Town's planning board worked on this housing issue. The outcome was the development of an Inclusionary Zoning Ordinance that permits additional housing density and dimensional relief to developers who; A) can demonstrate that, at the time of their proposed development that there is a need for additional workforce housing in Alton, B) would reserve at

least 20% (and no more than 50%) of their units for lower income residents, and C) locate their units in the Rural and Rural Residential Zones. There are other restrictions that apply depending on site specific conditions, including water and septic approvals from the State of New Hampshire. Since the adoption of the ordinance, the Town has been approached by area non-profit housing groups who have expressed an interest in exploring the possibility of future development. In the view of local officials, this would not have happened without the ordinance's adoption.

**OUTREACH**› This effort was opposed by a small but vocal group of local residents in a variety of public outreach forums. However, despite the opposition, the measure was approved at Town Meeting in 2014. Through outreach meetings with local realtors, the Alton Chamber of Commerce, the Rotary Club, and the Alton Business Association the Planning team was able to garner support.



**LESSONS LEARNED**› In response to the vocal minority opposition one local official observed, "Sometimes you just have to take your lumps to get the right thing done!" Although the majority of local residents did not attend the public forums in person, they read about them in local publications, discussed the issues with each other, and understood what the Town was trying to do. It was that majority that turned out at Town Meeting to support the Town's proposed workforce housing ordinance.

## PROJECT › **Pedestrian Bicycle Master Plan**

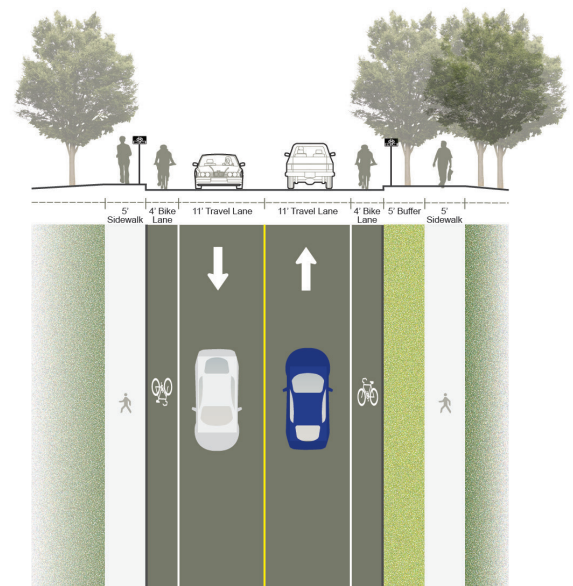
CONSULTANT › Jeffrey H. Taylor & Associates

**BACKGROUND** › Owing to the proliferation of the automobile and development of the highway system, the town of Bedford, like many of New Hampshire's south-eastern towns and cities, has grown exponentially in population over the last fifty years. The current data of roughly 22,000 residents is over ten times the population of 2,176 in 1950. Much of this growth is due to the convenient access to major transportation routes and proximity to large commercial centers such as Manchester and Massachusetts border cities.

**While vehicle access to transit routes is easy and abundant, other forms of transportation are not provided for or available. With little to no choices for transportation other than the car, 91% of the residents of Bedford are traveling to work in automobiles, with 86% single occupancy, according to the 2010 Master plan data.**

During the major growth periods of the 1950-60's and again in the 80's and 90's housing development was exploding in Bedford. The new neighborhood developments were designed with the automobile culture in mind. Building of sidewalks were not only not required, but actually discouraged in order to save on maintenance costs to the Town. The 'car-centric' approach to planning and development in Bedford has created unsafe and practically non-existent, non-motorized transportation throughout the town. The result is, as noted in the 2010 Master Plan (Link) is; "The lack of safe, accessible and attractive pedestrian and bicycle facilities prevents people from using other modes of transportation. Route 101 creates a physical barrier within the community." (continued on page 4)

### **Bike Lane + Sidewalk**



Bedford, NH | Pedestrian & Bicycle Connectivity Master Plan

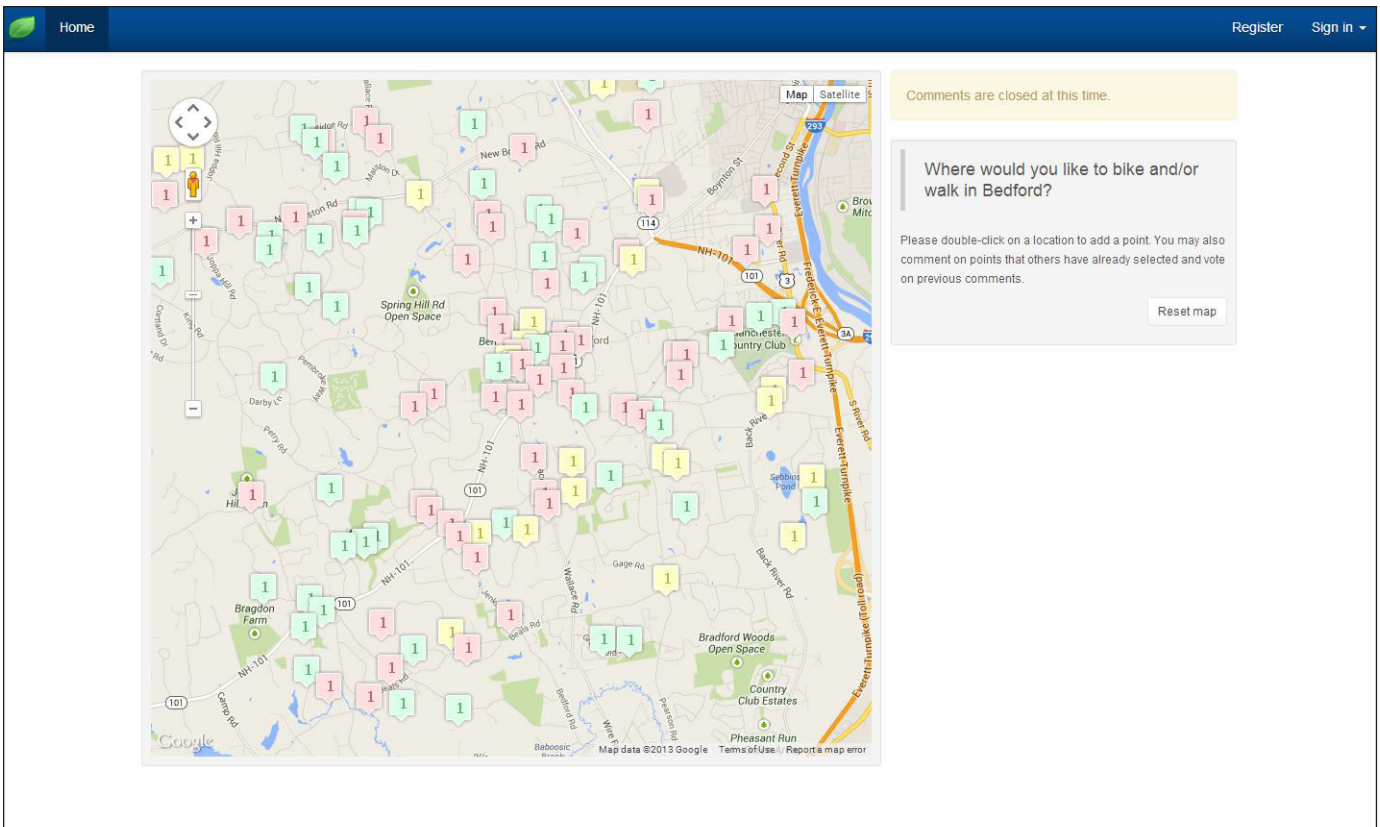


Recognizing this transportation issue the Town set forth a Master Plan Recommendation to: “Develop a town-wide pedestrian and bicycle plan. Strategically placed pedestrian connectivity throughout the community would aid in the reduction of vehicle dependency for trips internal to Bedford. Implementation of portions of the plan could also be considered as part of the Town’s Roads Program.”

**THE PROJECT**› The Bedford Pedestrian and Bicycle Master Plan (Link) was developed to address these recommendations and goals. The process of creating the Plan included extensive and creative public outreach, innovative information gathering and mapping tools, and an analysis of zoning and development regulations.

**After an extensive inventory of Bedford’s roadway network, the recommendations were developed to include several different approaches to pedestrian and bicycle accommodations, depending on the location and existing roadway infrastructure. These recommendations included sidewalks, bike sharrows, dedicated bike lanes, shared multi-use paths, and signage.**



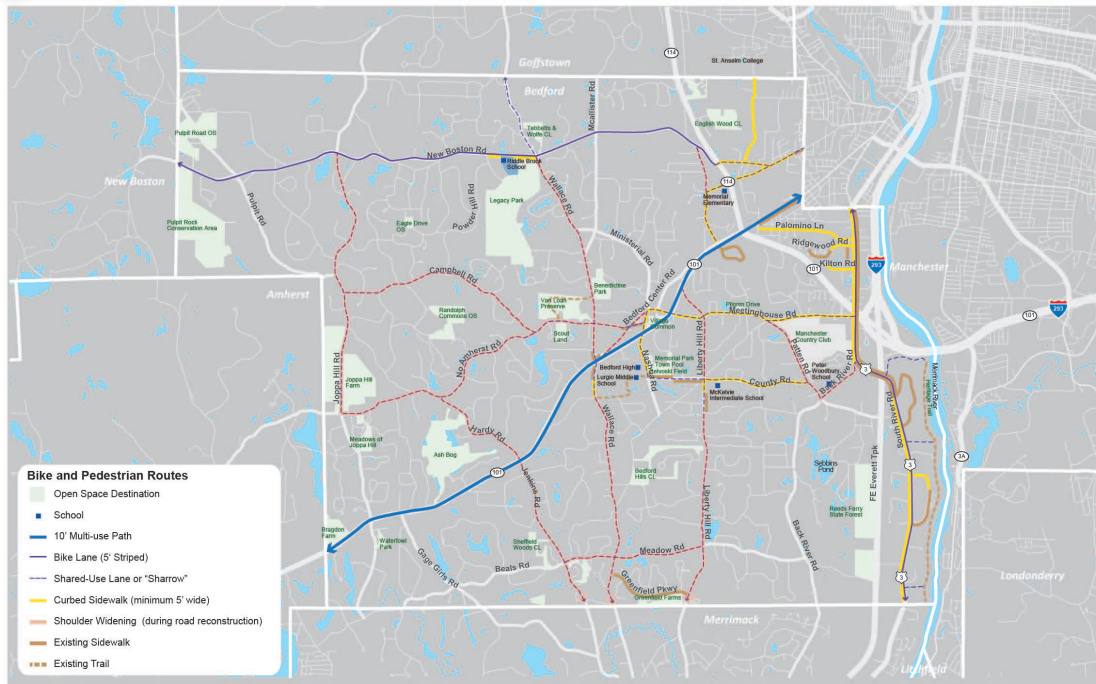


The Town development regulations analysis revealed that changes to the Subdivision and Site Plan Regulations should be considered to ensure that future development and redevelopment includes provisions for new pedestrian and bicycle transportation, as well as connections to existing routes. These recommendations included providing pedestrian and bike connections in commercial developments as well as residential, and the need to connect these two uses.

The strength of the plan recommendations came from a multi-faceted public outreach approach. Historically low public involvement and attendance at public meetings presented the need to design a creative strategy to reach the Bedford residents and get input from a wide audience on the issues. The consultants abandoned the typical evening public meeting approach to outreach and instead used town events such as the farmer's markets and Olde Towne Day, as well as targeted group meetings and on-line interactive mapping tools and surveys.

As a result, the team managed to receive over 500 responses from residents. Overwhelmingly the responses supported the need for safer and more walking and bicycling accommodations throughout the town. *(continued on page 6)*

# Bedford



## Potential Bicycle and Pedestrian Routes

November 2013

Bedford NH | Pedestrian & Bicycle Connectivity Master Plan

**OUTCOMES** While it is early in the process to measure the effectiveness of the master planning efforts, there are several actions that are now in progress directly as a result of the Plan.

- ▶ Pedestrian Bicycle Master Plan Recommendations are now included in every Road Project proposal to the City Council
- ▶ Sidewalks on Route 101 Reconstruction Project were included in the final design due to Pedestrian Bicycle Master Plan recommendations.
- ▶ Roadway design work that was in process includes Pedestrian Bicycle Master Plan sidewalk recommendations.
- ▶ South River Road. TIF will include 4' shoulders and sidewalks on both sides, Sidewalks will be included on Ridge Road.

**LESSONS LEARNED** Although the plan was widely supported by both the residents and the Town Council a more detailed construction cost analysis would have helped the project make a smoother transition to the implementation phase. Feedback from one source in the Town Government stressed the importance of asking residents the question “would you be willing to pay for improvements”.



## PROJECT› **Business Corridor Project**

### CONSULTANT›

**BACKGROUND›** Through a HUD Challenge Grant the City of Claremont had been working on a rezoning project in the City Center district since 2011 with the goal of encouraging downtown revitalization and economic development. With the successful completion of the City Center zoning project in 2013, the Planning and Development Department turned their attention to the B-2 commercial zones which represented the ‘gateways’ into the City Center.

**The Business Corridor Project goal was to continue the City’s sustainable community initiative by integrating transportation and land use planning concepts to improve public safety, environmental quality, aesthetics, transportation opportunities, and future development patterns along highway-oriented commercial districts.**

The existing zoning for the B2 district areas had been amended several times over the years and, as a result, had become fragmented and unresponsive to the development within the zone areas. The Planning and Development Department recognized the need to reorganize and amend the zoning ordinance for these important areas of the city.

**THE PROJECT›** The project involved a comprehensive analysis of the Business Two (B-2) zoning districts, and drafting of new language for both the zoning ordinance and the development regulations. Based on the Steering Committee build-out analyses and public feedback the committee developed the following goals:

- Modernize land use regulations.
- Improve quality of life for City residents by fixing highway congestion and safety issues.
- Encourage commercial development along highway corridors.
- Minimize impacts on neighborhoods near the corridors.
- Improve aesthetics along highways and roadways.
- Encourage public involvement.
- Protect environmental quality.
- Ensure development patterns that efficiently use City utilities & services and reduce City costs.

*(continued on page 8)*

A major task involved updating zoning ordinance that had been amended over the years and separate out which regulations should be in the zoning and which should be moved to the Site Plan regulations and other development regulatory documents. Recognizing that the existing B2 zone areas had distinct neighborhood characteristics and context the Steering Committee recommended creating 3 new sub-districts within the B-2 zones. The use of new regulatory tools that introducing the concepts of performance zoning and conditional use permits would improve the permitting process for the subject Districts. In addition, the Committee developed a Design Guideline booklet to provide guidance for site layout, landscaping, lighting, and stormwater features for use by City staff, volunteer boards, citizens, and property owners.



## OUTREACH

In addition to the open public meetings of the Steering Committee and Planning Board sessions, the project team held two public forums to solicit feedback, one in August of 2013 at the start of the project and a follow-up forum in June of 2014 at end of the process. These opportunities were widely advertised through press releases, posters, and mailings targeting addresses within the B-2 zoning districts. Particular effort was made to include not only property owners but business owners and lessees as well. The forums were broadcasted on local cable television. The project team also had information available at city wide public events such farmers markets and celebrations.

## LESSONS LEARNED

Much of the success of the City Center Project was due to the formation of a Steering Committee. Appointed by the City Council, this 12 member committee was comprised of a wide cross section of citizen volunteers committed to the project and its success. This strategy was used successfully for the City Center Project and carried over to the Business Corridor Project, with several of the original members volunteering to serve on the new committee. The committee met at regular monthly meetings with additional meetings and as required during key phases of the project.

## PROJECT› **Form Based Code for Gateways, Downtown TIF/TOD, Heritage Housing District**

CONSULTANT› Jeffrey H. Taylor & Associates

**BACKGROUND›** Dover has a fair claim to being the oldest settlement in New Hampshire. True, there was a small development near Little Harbor in 1623, the same year that Dover was settled. And there had been intermittent fishing settlements on the Isles of Shoals for a century before that. But Dover has been continual, first as an agricultural and saw mill site on the Cocheco River, and later as the site of vast textile mills surrounding the falls around the height of navigation on that same river.

In addition to its extensive history, Dover has been an innovator as well. It was an early adopter of the city manager form of government. It has been aggressive in pursuing the redevelopment of its mills, after the collapse of the textile industry.

**In 2009, in an effort to accelerate re-development of the downtown area, it was the first community in Northern New England to adopt Form Based Zoning, an effort to recognize that the form of a building generally far outlives the original uses, and its placement, materials, and shape should be given equal consideration to its initial activity.**

**THE PROJECT›** Dover is unique in many ways, not the least of which is that it received funding from NHHFA in each of the three Community Planning Grant funding rounds:

**ROUND 1** Gateways Form Based Zoning - This project built upon the 2009 effort by extending FBZ to each of the corridors that feed into the Downtown Core: Silver Street, Central Avenue (north and south), Broadway, and Sixth Street. In general each of these represented a lessening of the intensity in the Core, but still with a very urbanized feel to them.

**ROUND 2** Tax Increment Financing and a Transit Oriented Zoning District - This two pronged effort focused on re-development in the Downtown Core. The TIF





effort focused on a strategy to create a downtown parking garage in the heart of the area, and to pay for it with new, adjacent development. The TOD zoning looked for new development in and around Dover's rail and bus depots, and took advantage of the anticipated central parking facility by reducing private developers' on-site parking requirements.

**OUTCOMES** Dover has established a pattern of success in actually implementing its planning efforts, as follows:

**GATEWAYS** Sometimes the best planning decision is to just leave things alone. That was the case in the Sixth Avenue Gateway. Everything was working with the existing regulations, so the decision was to leave well enough alone. In other cases, the best decision is to re-think what has already been done. That was the case in the former boundary between the Downtown Core FBZ and the proposed Central Avenue North FBZ district. The Core was extended further out of downtown. After due consideration and extensive public input, regulations were developed and adopted for all other areas, with the notable exception discussed below of the Heritage Housing district in and around Silver Street.

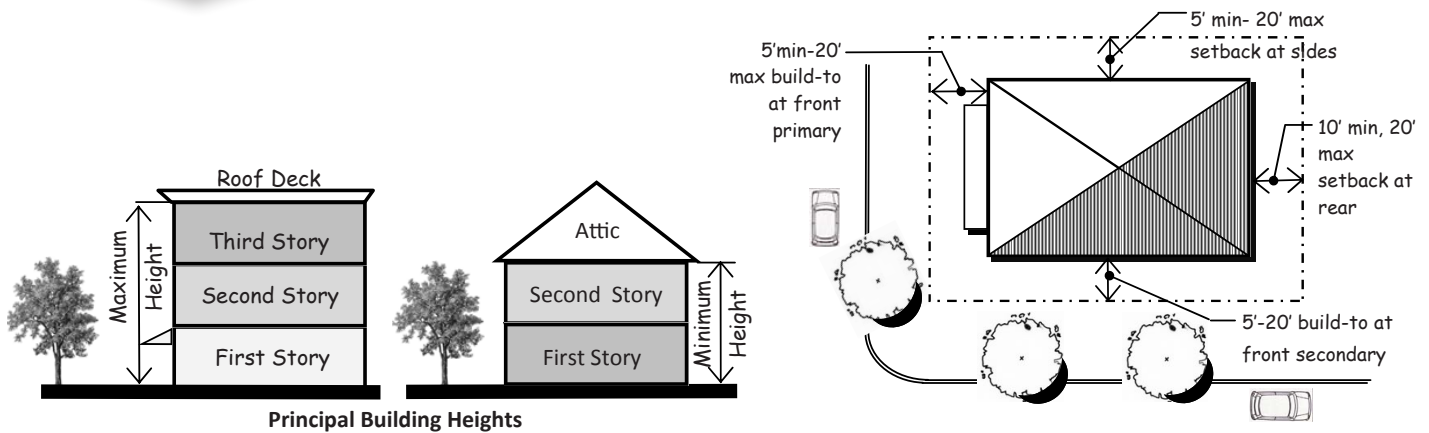
**TIF/TOD** After extensive outreach, including multiple sessions with the Chamber of Commerce, one on one interviews with some 25 downtown business and property

owners, and one on one sessions with each City Councilor, both the TIF and TOD districts were adopted by the Dover City Council.

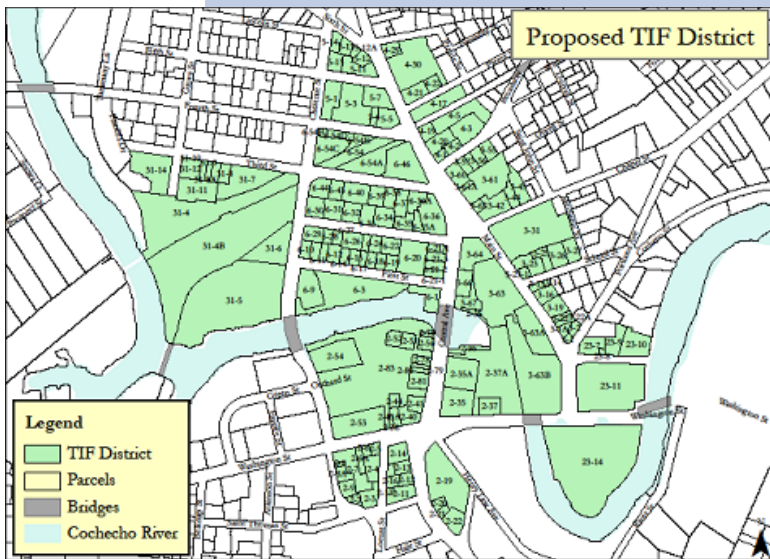
**HERITAGE HOUSING** As the Gateway FBZ language was being considered, residents of the Silver Street area felt that their neighborhood and some of its unique Victorian architecture had not been adequately considered. In response to that, the City sought (and received) NHHFA support for a separate zoning effort to adequately review the architectural style of that area, and to develop a set of design standards to reflect that area's unique character.

**RESULTS TO DATE** The Gateway Zoning has been adopted. The boundary adjustment along North Central Avenue will result in the construction of 47 units of workforce housing, on top of some 21,000 square feet of retail and commercial space. The TIF District has encouraged an \$11.5 million mixed use development adjacent to the Coheco River, which is in turn providing revenue to support a 330 space parking garage in the heart of Downtown Dover. This development has in turn resolved the question of where to place a new police facility. All of these facilities will be operational by early 2016. The last piece, the Heritage Housing District, after three neighborhood meetings (with 75+ people in attendance at each) has passed its first hearing before the Planning Board and will be headed for City Council approval shortly. *(continued on page 12)*





**LESSONS LEARNED** Outreach, outreach, outreach. Dover undertook a significant effort in this area. Not only were property owners identified for all discussions, but renters in the affected areas as well. Charrettes were conducted. Stakeholder meetings were held one on one, generally in the person's home or place of business, or, in the case of City Counselors, at City Hall. Radio interviews were conducted. Newspaper interviews were conducted. High school civics classes were briefed and asked for their thoughts. Neighbors were listened to. When they didn't care for the proposed zoning, Dover undertook the new Heritage Housing effort to reflect both the character of their neighborhood and their specific requests. People were part of this process.



In terms of recommendations, Dover was fine with the reporting requirements to NHHFA, but thought that there might have been more of an opportunity to share what was happening on the ground, and to see those lessons being learned shared with other communities engaged in the process. Lancaster did come to some of the Dover outreach sessions, but that was more at the personal invitation of the participants rather than a formal, organized process.



**PROJECT** › **Route 4 Corridor Form Based Code****CONSULTANT** › Upper Valley Lake Sunapee Regional Planning Commission

**BACKGROUND** › The Town of Enfield had been working for over a decade on promoting development in the Route 4 Corridor, located just east of the main town center. The lack of adequate infrastructure, including water and sewer systems, continued to thwart any development plans and efforts. The Select Board recognized the need for substantial investment in infrastructure improvements, and in 2004, the Town voted to create a TIF (Tax Increment Finance) District. By the year 2010, the TIF funds had accumulated enough to cover the bond for the necessary improvements.

As the Select Board and Planning Board began to focus on the possibilities for the corridor, they recognized the disconnect between the existing land use regulations and the town's vision for the area. To initiate the work of revising the regulations a week-end 'charrette', or public design workshop, was held in order to solidify a community vision for the corridor.

**The overwhelming public response was that residents wanted development, but not a "commercial strip" or big-box , they preferred development of mixed uses that mimicked the existing traditional New England style architecture.** *(continued on page 14)*

This is what Enfield residents said they envisioned the Route 4 looking like in the future:



*The U.S. Route 4 Corridor Today*



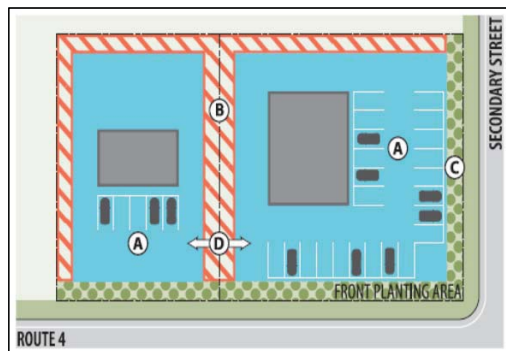
*The U.S. Route 4 Corridor As Envisioned in the Future*

Given this feedback, the Planning Board and staff saw this opportunity to institute a “form-based” development regulation that focused more on the aesthetics of the new structures and streetscape, than the use. This approach would also allow for flexible building stock that could house different uses in the future. A framework for the new Form-based Code was written, adoption was the next step.

“The Route 4 District is intended to promote compact, mixed-use, walkable development supported by the availability of public water and sewer infrastructure, and characterized by: high-quality, multi-story buildings designed to be compatible with traditional New England architecture; a multi-modal, interconnected transportation network, including safe routes for pedestrians, bicyclists and other trail users, and front yards dominated by landscaped green space rather than parking.”



Principal Building Facades		
Bay Width	24 ft. (min)-64 ft. (max)	<b>A</b>
Depth Change Between Bays	4 ft. (min)	<b>B</b>
Ground Floor Blank Wall Width	16 ft. (max)	<b>C</b>
Upper Floor Blank Wall Width	32 ft. (max)	<b>D</b>
Ground Floor Fenestration	40% (min)-80% (max)	
Upper Floor Fenestration	20% (min)-60% (max)	



Location of Parking <sup>(2)(3)</sup>		
Between Principal Building and Route 4	2 rows (max)	<b>A</b>
Setback from Property Line <sup>(1)</sup>	0 or 10 ft. (min)	<b>B</b>

Notes		
<sup>(1)</sup> Shared parking or access located on or across side or rear lot lines may be approved.		
<sup>(2)</sup> No parking shall occur within the front planting area. (C)		
<sup>(3)</sup> Vehicular access shall be provided between adjoining lots unless the Planning Board finds that natural constraints make the connection infeasible. This vehicular access shall be considered internal site circulation, not a street subject to dimensional and setback requirements. (D)		

**THE PROJECT**› Enfield applied for, and was granted, a Community Challenge Grant in 2012.

**The goal of the project was to adopt form-based zoning on the U.S. Route 4 Corridor between Baltic Street and the Canaan Town Line at the 2013 Enfield Town Meeting. With the outline of the new zoning language already created, the grant was used primarily to fund the outreach efforts that would be necessary to affect a positive Town Meeting vote.**

Form-based code ordinances were a new concept, not only to Enfield but to the entire state; only one other community, Dover, had successfully drafted and adopted such an ordinance in New Hampshire at that time. The Planning department and the regional planning commission worked on an outreach strategy that would reach every Enfield household. The team's work included:

- Drafting proposed form-based zoning district language for the U.S. Route 4 Corridor during a series of three working sessions with the Enfield Planning Board.
- Creating and Mailing informational flyers explaining the proposed U.S. Route 4 form-based code to every known household (1,492 total) in the Town of Enfield
- Conducting a series of targeted meetings with landowners in the proposed U.S. Route 4 zoning district.
- Conducting a Public Listening Session in January to review the draft U.S. Route 4 zoning district language.
- Conducting a Public Hearing (held on January 16, 2013) for the Enfield Planning Board to formally consider the proposed U.S. Route 4 zoning district and recommend that it be included on the 2013 Enfield Town Meeting warrant.

**The U.S. Route 4 zoning district was approved at the 2013 Enfield Town Meeting by a vote of 825-214.**

**OUTREACH**› Outreach to the community was extensive. The planning team created well thought out and informative flyers that were distributed throughout

the Town. As a result community listening sessions were well attended. The Planning staff also welcomed emails from citizens throughout the project. Public concern was centered on keeping the character of the existing town architecture. Many of these concerns were appeased with the use of clear graphic examples, shown during meetings and within the mailer, of what the new development might look like with the new zoning regulations.

**LESSONS LEARNED**› Investment in wide distribution of information was the key to the adoption of the new zoning. Although the administrators heard the residents' opinions through the charrette process, the task of educating folks on the zoning changes needed in order to reach that vision was critical. Outreach also extended to other planning experts. The Enfield Planning staff invited the Planner from the City of Dover to speak at a public listening session. This proved to be an instrumental move; many questions and concerns were addressed during the meeting.



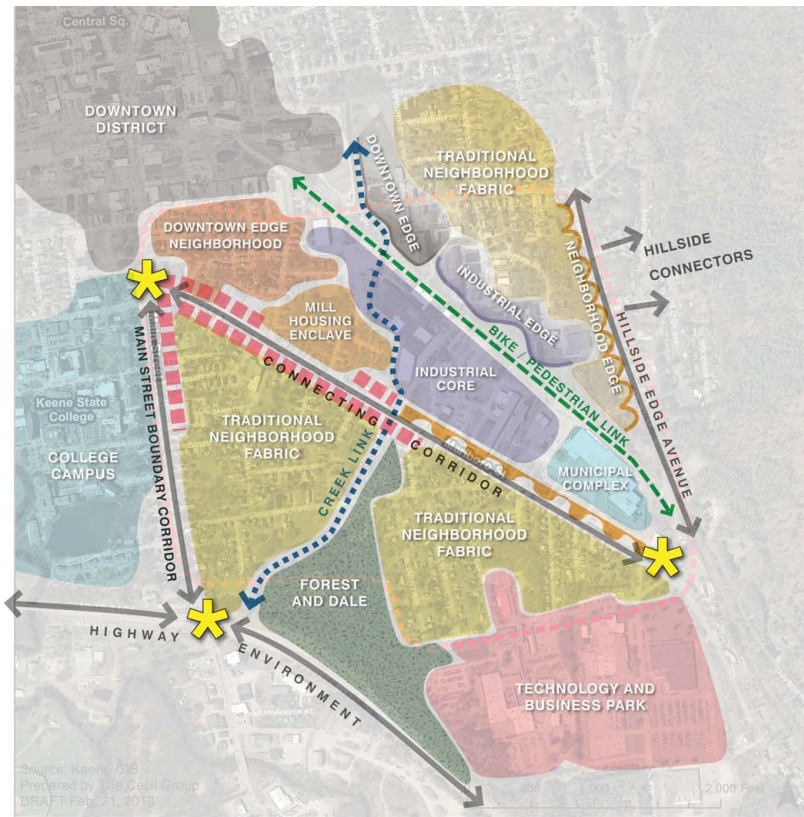
## PROJECT › **Marlboro Street Re-Zoning & Land Use Regulations Project**

CONSULTANT › The Cecil Group

**BACKGROUND** The Marlboro Street corridor in Keene NH is in transition. Once serving as the principal, eastern gateway to the downtown, it now functions as a local collector street since the construction of a bypass in 1958. The neighborhoods within the study area are now an underutilized mix of residential, commercial and industrial with Marlboro Street holding the last commercial businesses. The City of Keene recognized the critical opportunity to manage the changes that will occur in this area in its 2010 Comprehensive Master Plan (CMP), citing a main goal of a “more sustainable and resilient city”. The Master plan included the corridor as a “Primary Growth Area” of the city and calls for mixed use, increased pedestrian and bicycle transportation options as well as amenities, and visually appealing, human-scale development: “Regulations should focus on design, mixed use, street orientation, access management and mitigating traffic impacts.” (from 2010 CMP).

**THE PROJECT** The goal of the planning study was to develop regulatory changes for consideration by Keene’s City Council. The changes were to be innovative, promoting sustainable land use and development. A 280 acre study area was outlined with Marlboro Street as the central, organizing element. Bisecting the entire area is Beaver Brook, which flows with very little vertical change to the Ashuelot River. The brook has been prone to flooding since not long after the City was incorporated in 1874 due to Keene’s flat topography and the town’s mill buildings closeby, needing the waterways for power. Most recently the brook has flooded the project’s neighborhoods twice in the past 10 years. The brook however is also the area’s prominent natural feature to be capitalized on by the new zoning and land use recommendations. *(continued on page 18)*





## Urban Design



MARLBORO STREET ZONING AND LAND USE REGULATIONS PROJECT

Planning Context

2-7

In particular, Beaver Brook was included in the Specific Goals of the project, for example: “The relationship of Beaver Brook to the surrounding grades and future re-use considering the repeated and destructive flood events.

This could suggest the consideration of flood storage options along Beaver Brook, combining community open space and stormwater management with a variety of greenway amenities”. The other major challenge to the Marlboro Street area in Keene is the adjacent Keene State College properties. Although a valued asset to the community, the college is not bound by the City Development regulations, and student housing pressures (I.e. destructive behavior and an overabundance of vehicles) within the adjacent residential neighborhood is a major concern and frustration for residents.

The Final project report includes recommendations for Zoning, Design Guidelines, Flood Risk Management Strategies, Stormwater Management Strategies, and Transportation Strategies. The Zoning Recommendations include two new zones to take the place of existing Commerce, Industrial, and high Density Residential zones. These two new proposed zones, ‘Downtown Edge’ and ‘Innovative Development’ encompass much of the north and west sections of the study area and are an attempt at simplifying the patchwork of zoning districts in these areas and still encouraging a wide range of re-development. While this solution addressed the regulatory change needs and innovative vision for the area, the City, upon further consideration, sought a more defined land use plan. The final recommendations will propose Residential Preservation Zones that allow mixed use and higher residential density combined with a Business Growth and Re-Use District with size and scale limits to

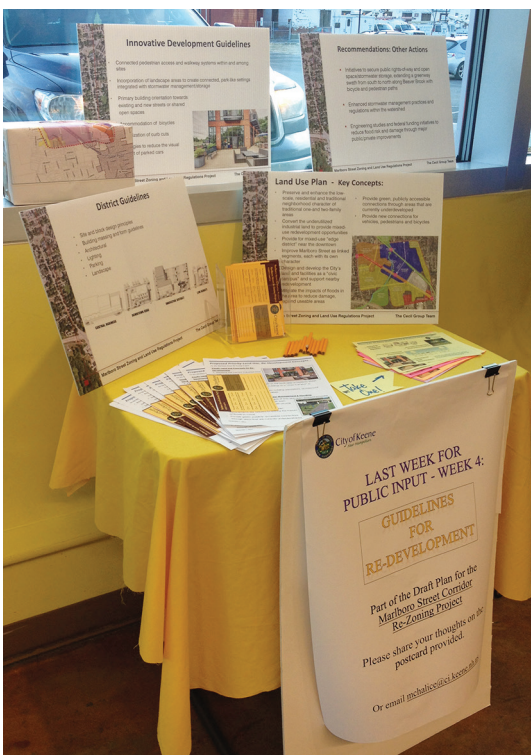




support the neighborhood's character. Separate zones along Marlboro Street will provide unique identities and pedestrian scale amenities between the upper and lower corridor. In addition the Steering Committee is creating their own report for City Council to stress their support of the report's stormwater management recommendations along with the creation of public, open space and greenspace for more floodwater storage locations.

**OUTREACH** The City of Keene Planning Department and a Steering Committee guided the project which included an outreach program of public workshops, stakeholder meetings and public information programs. The steering committee was made up of a diverse group of volunteers including residents and a neighborhood association representative, business owners, a Keene State College representative,

and a City Planner. Public meetings and workshops were widely advertised through flyers and press releases. These events were held at locations within the study area to encourage maximum public engagement. These events also targeted business owners in addition to the general public. The team also held stakeholder interviews. These included information and outreach meetings with representatives of Keene State College, the area's business community and the Greater Keene Chamber of Commerce and residents, including senior citizens, a workforce housing complex and a special needs living cooperative. The project created





## Marlboro Street Re-Zoning Project: SUBJECT: Land Use



City of Keene  
New Hampshire

This project studied the area's **Land Use** issues.

☐ Poorly ☐ Fairly ☐ Well ☐ Thoroughly

These **Land Use ideas** take care of my concerns for how land is used in the Marlboro Street/SE Neighborhoods.

☐ Poorly ☐ Fairly ☐ Well ☐ Thoroughly

These **Land Use ideas** will improve the area over time.

☐ Poorly ☐ Fairly ☐ Well ☐ Thoroughly

This **Land Use** issue is most important to me:

---

---

---

---

Assisting the citizens of Keene "to foster a collaborative, community-wide approach to integrate environmental, economic and social sustainability."

Planning Department phone: 603-352-5474  
3 Washington Street email:  
Keene, NH 03431 mchalice@ci.keene.nh.us

Other comments on the entire project?

---

---

---

---

Due by 12-13-13 More information at <http://www.ci.keene.nh.us/departments/planning/marlboro-st-re-zoning-initiative>

½ page fliers on four project topics for local libraries and business locations. Lastly, the project went local, creating tabletop exhibits that were stationed in City Hall and in a project-area grocery. These exhibits had 12 x 17" exhibit boards and questionnaire postcards. Each topic had a two-week period for comments. A total of 181 residents commented on the project by postcard and over 200 participants were present at one or more of the project's public meetings.

**LESSONS LEARNED** The Marlboro Street Zoning and Land Use Regulations Project has been a successful and ambitious effort to educate Keene's citizenry about planning topics and options that they had prioritized such as flooding and storm-water management, implications of different regulations, potential roadway changes and re-development design guidelines. The process created a new model for zoning updates in the City of Keene. While the final regulation outcomes will not exactly follow all of the initial report's recommendations, the study offered a participatory examination of the needs of an area and initiated important discussions regarding community goals for the area. The project has created off-shoot initiatives such as an upcoming East Side Re-Use Forum which will generate broader community options for possible commercial, infrastructure and public re-development that may include both green corridors and green infrastructure for this project area continuing northward to the downtown.

**PROJECT** › **Design Standards/Site Plan Regulations****CONSULTANT** › Hawk Planning Resources LLC

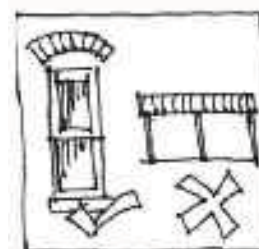
**BACKGROUND** › Laconia is one of New Hampshire's thirteen cities. It is located in Belknap County, on the shore of Lake Winnepesaukee, and in the heart of the Lakes Region. Its downtown area has a long history as an industrial center (railroad cars, hosiery, and textiles). The Weirs, its primary frontage on the lake, has been a seasonal visiting site for Native Americans for thousands of years. Since just after the Civil War, it has been a summer resort community.

Laconia has had a zoning ordinance since 1948. Its master plan was most recently updated in 2007. Despite these initiatives, much of the intervening development along the five+ miles of Union Avenue linking The Weirs to Downtown is best described as strip commercial.

**The development standards in place until just recently required the Planning Board and local developers to assure each other that the proposed development was consistent “with the neighborhood character,” a standard that satisfied neither party.**

**THE PROJECT** › The City sought, and received a \$50,000 planning grant from the NH Housing Finance Authority to develop a more innovative approach. Working with a consulting team, the city first divided the area in question into four geographic entities: Downtown, The Weirs, Union Avenue, and Lakeport (a section of more concentrated urban development at the center of Union Avenue. Within these four geographic areas, they then looked to see if the properties fronted on a Frontage Street, a Service Street, or on the Waterfront.

Within these various geographic and functional divisions, the team then established a series of design criteria related to various design elements: Location of Main Entry, Amount of Setback,







## UNION AVENUE CORRIDOR - LACONIA, NH

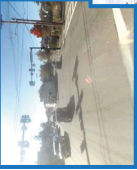
### CHALLENGES



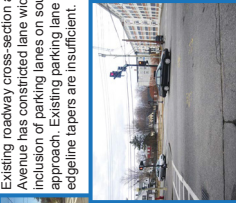
Lack of pedestrian connectivity between downtown Laconia and neighborhoods east of Union Avenue, including Lakes Region General Hospital.



Significant deterioration of sidewalks, including challenging grading, non ADA-compliant wheelchair ramps, and lack of sidewalk definition and curbing throughout Union Avenue Corridor.



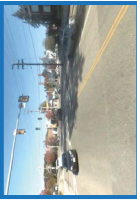
Existing skewed intersection alignment and current building footprint on southwest corner generate sight-line issues to Winter Street and Union Avenue. Additional capacity constraints with 5th-leg of intersection (Davis Place).



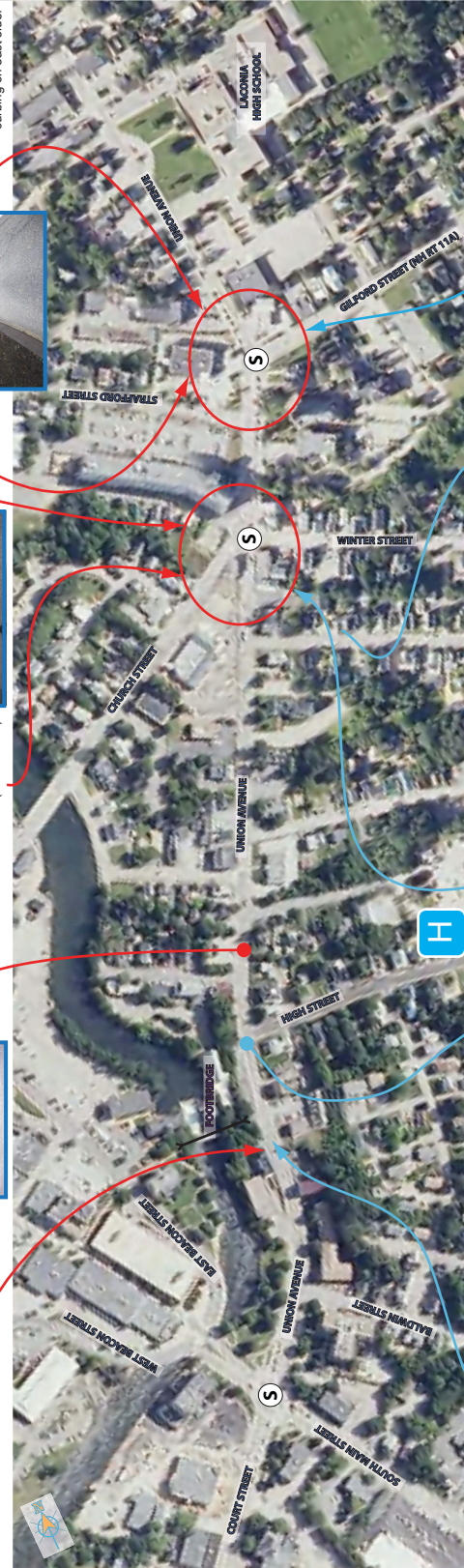
Existing roadway cross-section along Union Avenue has constricted lane widths with inclusion of parking lanes on southern approach. Existing parking lane widths and edge-line tapers are insufficient.



Existing lane configuration in northbound direction results in queues back into Church Street intersection. Tight corner radius on both northeast and southeast corners of intersection. Lack of sufficient pedestrian control in close proximity to school.



Narrow travel lanes and shoulders on southbound approach to intersection. Lack of existing sidewalk definition on west side of Union Avenue and deteriorated curbing on east side.

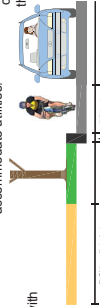


### OPPORTUNITIES



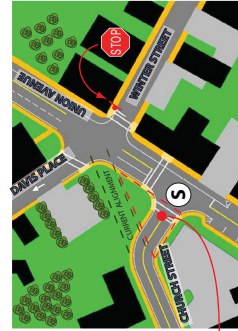
Opportunity for crossing connecting downtown via the footbridge over the river. Seek crosswalk over Baldwin Street and High Street. Ability with improved pedestrian controls to connect downtown with hospital.

Reconstruct sidewalks and introduce granite curbing throughout corridor to improve pedestrian travel and to allow for streetscape additions to the roadway. Use grass panels whenever possible to accommodate utilities.



Consider acquiring property and realigning Church Street to intersect Union Avenue at traditional T-intersection. This would improve sightlines and safety, as well as create more green space adjacent to the intersection. Relocate signal from Winter Street to proposed Church Street location. Put Winter Street under stop sign control.

PROPERTY TO BE ACQUIRED



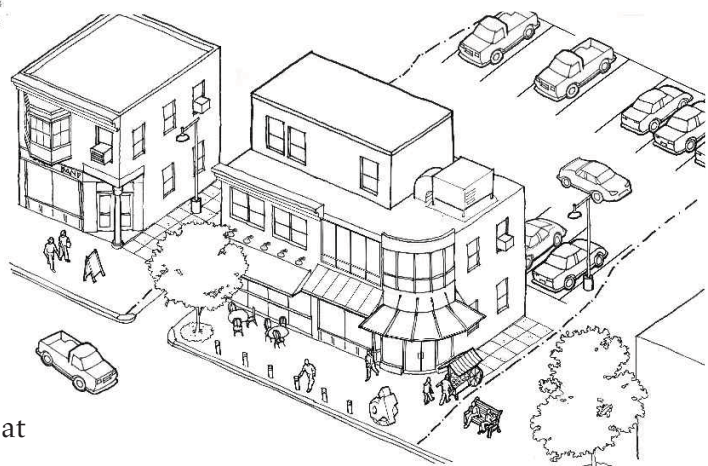
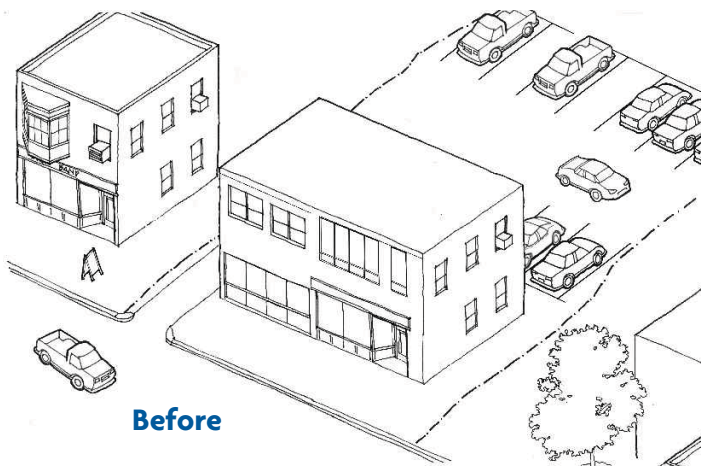
Alter the flow of traffic on Davis Place to be one-way westbound to reduce traffic conflict points. Utilize Stratford Street for access to Union Avenue.

Consider widening Union Avenue to establish a larger radius on northeast and southeast corners. Consider changing current lane utilization to introduce an exclusive right-turn lane in the northbound direction.



Introduce pedestrian countdown signal heads at intersection of Union Avenue and Gilford Street. Reconstruct sidewalks in area to improve service to pedestrians.





Building Height, Building Materials, Parking Location, etc., the standards varying somewhat depending on the location of the property. Design approaches that favor the goals of the ordinance receive positive points (parking at the rear of a structure, for example). Those that run counter to the goals (parking at the front of a structure, for example) receive negative points. Designs that are neutral receive no points. The maximum number of points for any parcel is 100. Any project which in the eyes of the city staff and a subset of the Planning Board is worthy of 50 points goes to the Planning Board for formal review. The unique aspect of this approach is the degree of flexibility, and the degree to which a developer is allowed discretion as to how he or she will achieve the required number of points.

**The standards were developed after extensive public outreach. School children and their parents were asked to share their views on what would be desirable in various sections of Laconia. Senior citizens were visited and asked the same types of questions. Visual preference surveys were conducted both in public forums and on-line. Outreach efforts were focused on the summer months so that seasonal visitors could be included.** *(continued on page 24)*

The design standards were adopted by the Planning Board in June 2014. They are being applied to the redevelopment of a former fast food restaurant at present, with a formal vote of the Planning Board anticipated in November. Both the review team and the developer are very pleased with the flexibility of the regulations, and with the clarity that far exceeds the “consistent with neighborhood character” standard that had been in place for years. *(continued on page 24)*

**LESSONS LEARNED**› The City staff and planning board are very pleased with the public outreach efforts. Typically the staff would expect a dozen attendees at traditional hearings (at most), however with the additional outreach efforts they had input from well over 400 people through this process. One lesson learned is that all of this outreach takes time, especially when trying to reach out to a seasonal population. Another lesson was one of technology. The City attempted to record stories from residents who would visit the community library and discuss old photos provided by the historical society. Unfortunately, this effort had to be abandoned as the municipal computers and library computers were not compatible.

## TOWN OF Lancaster

POPULATION  
3,404 (2012 est.)

AREA  
49.9 square miles

### PROJECT › **Form Based Code for Downtown/ Route 3 Corridor**

CONSULTANT › Jeffrey H. Taylor & Associates

**BACKGROUND** › Lancaster is the county seat for Coos County and is an economic hub for a relatively large area. Historically, development in the region came via its two river approaches, first along the Connecticut River to the west, and later along the Androscoggin River to the east. With its government role and rich bottom lands, Lancaster has for a long time been home to a mix of farming and legislative or judicial endeavors. Now, with Route 3 running from Nashua to the Canadian border at Pittsburg, NH, and passing through Lancaster on Main Street along the way, the community has become a commercial center as well.



**For many years, the one mile stretch of Route 3/Main Street that runs from the Israel River on the south end to the dividing point of Routes 3 and Route 2 on the north end, has existed in relative harmony. This stretch is zoned for commercial development for the entire length, and recently there have been instances of conflict as new development moved in that was incongruous to the character of the street.**

This area of Main Street has three distinct aesthetic characters. The southern end has been a commercial area for decades: two and three story brick commercial buildings, with retail on the first floor and residences and offices above, buildings aligned close to the sidewalks and tightly spaced; the corridor's middle section has been an area of institutional uses, including churches, the County Court House, and supporting office uses; with buildings set back from the street and apart from one another; and the northern end of Main Street has been a mix of agricultural and commercial uses with a variety of setbacks, building types and spacing. *(continued on page 24)*





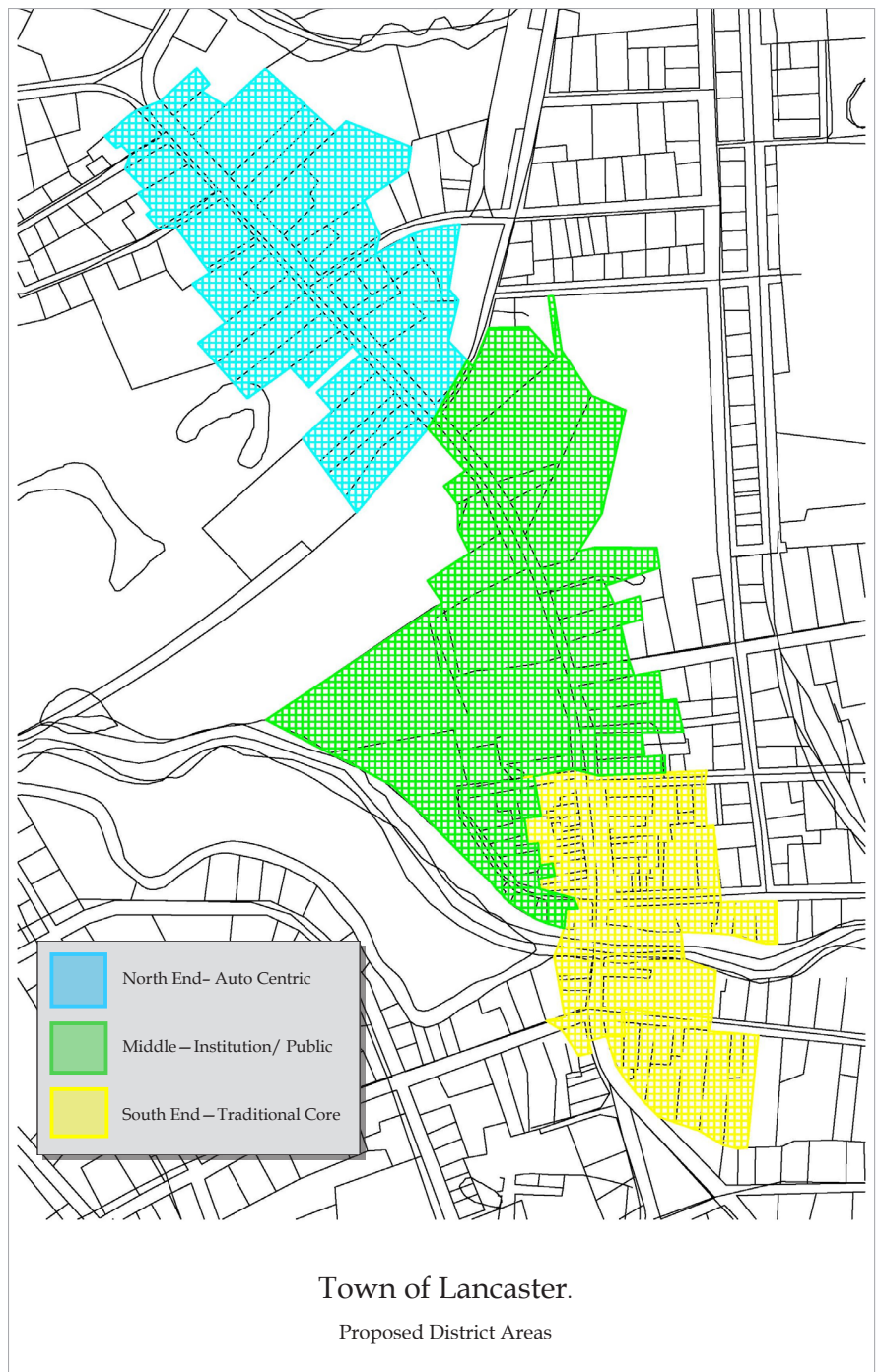
**THE PROJECT** After the demolition of a Victorian dwelling in the middle of Main Street was approved in order to build a highway strip commercial building (which proceeded with full planning board approval and in compliance with all local regulations) the Town saw that it was time to examine the development regulations for this corridor. The project focused on examining the potential boundaries between the three 'zones' to determine whether a more refined regulatory approach might be appropriate.

Prior to starting the project staff from the Town of Lancaster Planning Department had participated in a design charrette in another Community Planning Grant municipality (Dover) that was focused on Form Based Code Zoning. After a discussion with the Planning Board and other local officials, Lancaster decided to explore a similar approach for its community.



The result of the community charrette was the division of the Main Street project area into three sub-zones of the commercial district. Each subzone represented the nature of the existing development: multi-story commercial development in the south, institutional and open space in the middle, and more of a highway commercial development (with design guidelines) at the north. In acknowledgement for Lancaster's agriculture heritage, there was also a small amount of frontage reserved for agricultural activity as well.

The ordinance to enforce the new regulations was passed by a wide margin in March of 2014. At the time of this report, there has been one development proposal made: the redevelopment of a southern Main Street property, fully consistent with the goals and requirements of the ordinance.







**OUTREACH** In addition to the public design charrette, the project included extensive public outreach. Along with the public hearings of the Planning Board, there were regular meetings with stakeholders, meetings with residents of a senior citizens' home in the project area, workshops with a civics classes at the high school, and meetings with various abutters.

**LESSONS LEARNED** As with other communities, Lancaster has learned that outreach is a key to successful project implementation. This requires more than the posting of notices and involves going out to talk to people, where they are. For example, after an initial meeting at the senior citizens home, the community planner visited with the residents there regularly. He met with anyone interested in the project at their place of residence or business. People he met were presented with an idea, on which they were asked to give input, rather than a finished product to comment on. They truly felt involved in the process.

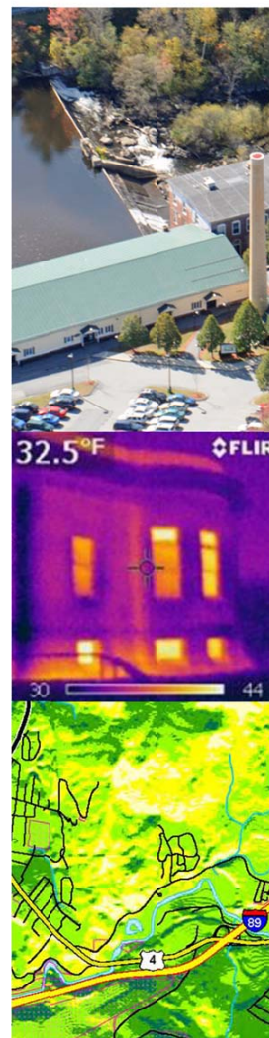


**PROJECT** › **Energy Efficiency Initiative****CONSULTANT** › Upper Valley Lake Sunapee Regional Planning Commission

**BACKGROUND** › A long-term goal of The City of Lebanon has been to be a leader in energy efficiency, renewable energy reliance, and innovative energy conservation practices. This Energy Efficiency Initiative (EEI) was undertaken to Implement City ordinances and policies to promote energy efficient practices for residents, commercial properties, and municipal facilities. Prior to the EEI project work the Lebanon Energy Advisory Council conducted a comprehensive Energy Plan, completed in 2012. This led to the Planning Board adopting an Energy Chapter in the City's 2012 Master Plan. The Master Plan goals align with the New Hampshire Climate Action Plan of reducing greenhouse gasses. Adopting an Enhanced Energy Building Code was a recommendation of the Energy Plan. The EEI focused on examining how energy efficient construction practices could help to reach these goals.

**THE PROJECT** › Through the Energy Efficiency Initiatives Zoning Amendments were approved by public vote. These included adding to the Zoning Ordinance Purpose Statement to include consideration of energy resources, height restriction exceptions for renewable energy facilities, a new Renewable Energy Facilities section, additional definitions, and other changes to allow for more energy efficiency in buildings.

*(continued on page 30)*



**Solar PV Potential**



## BE PART OF DOWNTOWN LEBANON'S FUTURE

**AT THE FARMERS' MARKET ON  
THURSDAY, JUNE 27, 2013  
4:00 PM TO 7:00 PM**

COME TO THE DOWNTOWN LEBANON VILLAGE  
WALKABOUT TO LEARN ABOUT THE CITY'S PLANS FOR  
YOUR VILLAGE. JOIN TOURS AND BE PART OF THE  
CONVERSATION:

- WALKING TOUR TO EXPLORE SAFE AND EASY WAYS TO GET AROUND TOWN (5:30 PM)
- THE CITY'S MASTER PLAN VISION FOR DOWNTOWN LEBANON'S MAIN MIXED USE STREETS
- HEAD-OUT ANGLE PARKING
- THE CITY'S ENERGY EFFICIENCY INITIATIVE STREETLIGHT REDUCTION PROGRAM

**~ALL ACTIVITIES ARE KID AND FAMILY-FRIENDLY~  
EARN TOKENS TO SPEND AT THE FARMERS MARKET**

**MORE DETAILS ON BACK**

FOR MORE INFORMATION:

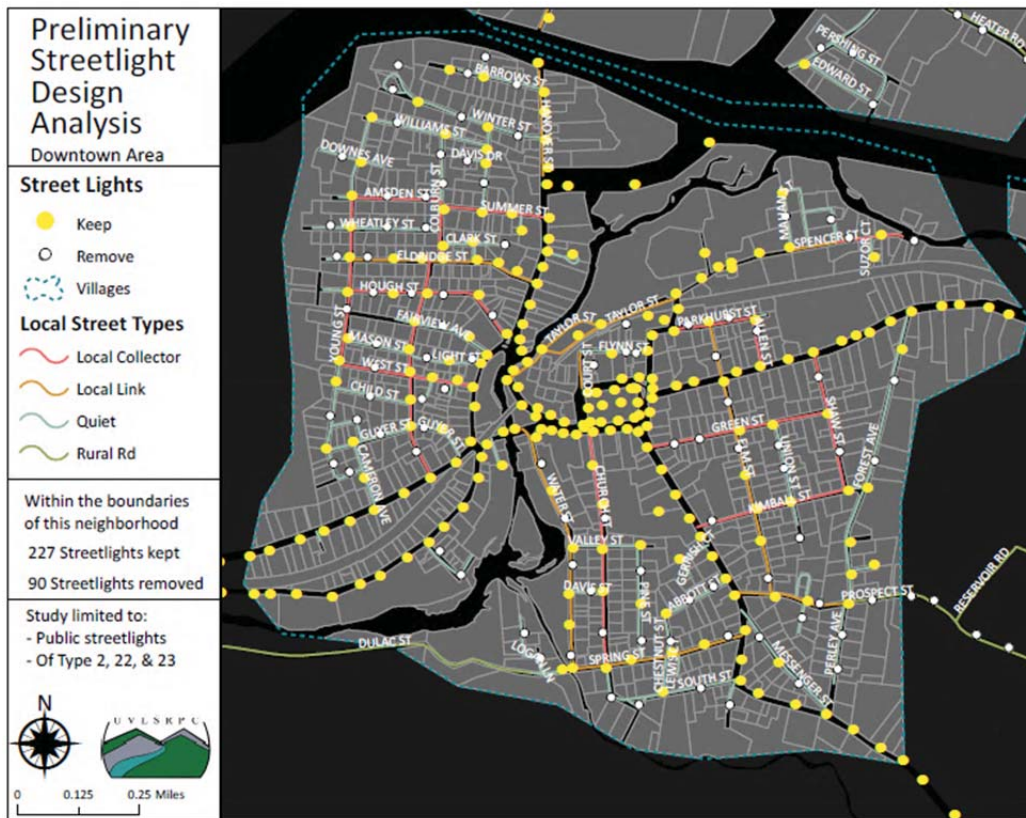
<http://tinyurl.com/VillageWalkabouts>

Or call Andrew Gast-Bray, Director  
Lebanon Planning Office  
603-448-1457





Project Report  
Municipal Streetlight Redesign, Lebanon, New Hampshire



The project also conducted a lengthy study on the City's street lighting program. A GIS-based city-wide streetlight redesign model was developed utilizing quantitative standards and streetscape characteristics.

**The street light study focused on replacing the existing lamps with LED light and looking at the possibility of reducing the number of street lights needed.**

An expert in streetlighting and energy utility policy was added to the team to study the existing conditions, city agreements with the utility companies and the future goals and possibilities for reducing the energy usage.

In addition, the City Council enacted Renewable Energy Tax Exemption policy as a result of the project efforts.





**OUTREACH**› The project team conducted extensive public outreach during the course of the project including monthly public meetings of the Lebanon Energy Advisory Committee, hosting a booth at the Lebanon Farmers' Market, participation in city-wide neighborhood meetings, articles and informational materials in city newsletters and e-notices, sponsorship of a residential 'button-up' event, and broadcasting discussions on the local cable access television. The project team had considerable input on the streetlight redesign program receiving over 100 citizen responses.

**LESSONS LEARNED**› The Master Plan Energy Chapter was the impetus for the Initiative. The 23 page chapter clearly spells out the issues, priorities, goals and expected outcomes, providing a solid base for the Energy Efficiency Initiative. With the Energy Chapter fresh in the minds of the City Council and Citizens the Initiative seamlessly continued the work of implementing policy changes.

## TOWN OF Pelham

POPULATION  
12,970 (2010)

AREA  
27 square miles

# PROJECT › Pelham Center Mixed Use Zoning and Low Impact Development

CONSULTANT › Keach-Nordstrom Associates, Inc./Fougere Planning Inc.

**BACKGROUND** › In 2006, Pelham began to work on a “Context Sensitive Solution” (CSS) to the traffic congestion in its busy town center. CSS is an approach to planning transportation improvements that values and incorporates the input of all stakeholders and that results in a design that fits its setting – as opposed to “one size fits all.” Here, the resulting dual roundabout design was determined to be the best solution with the least impact to the town center and its historical resources while keeping vehicular traffic moving and providing safe pedestrian access. In the midst of the roadway reconstruction project the Town’s Planning Department began considering recommendations to increase economic development in the town center.

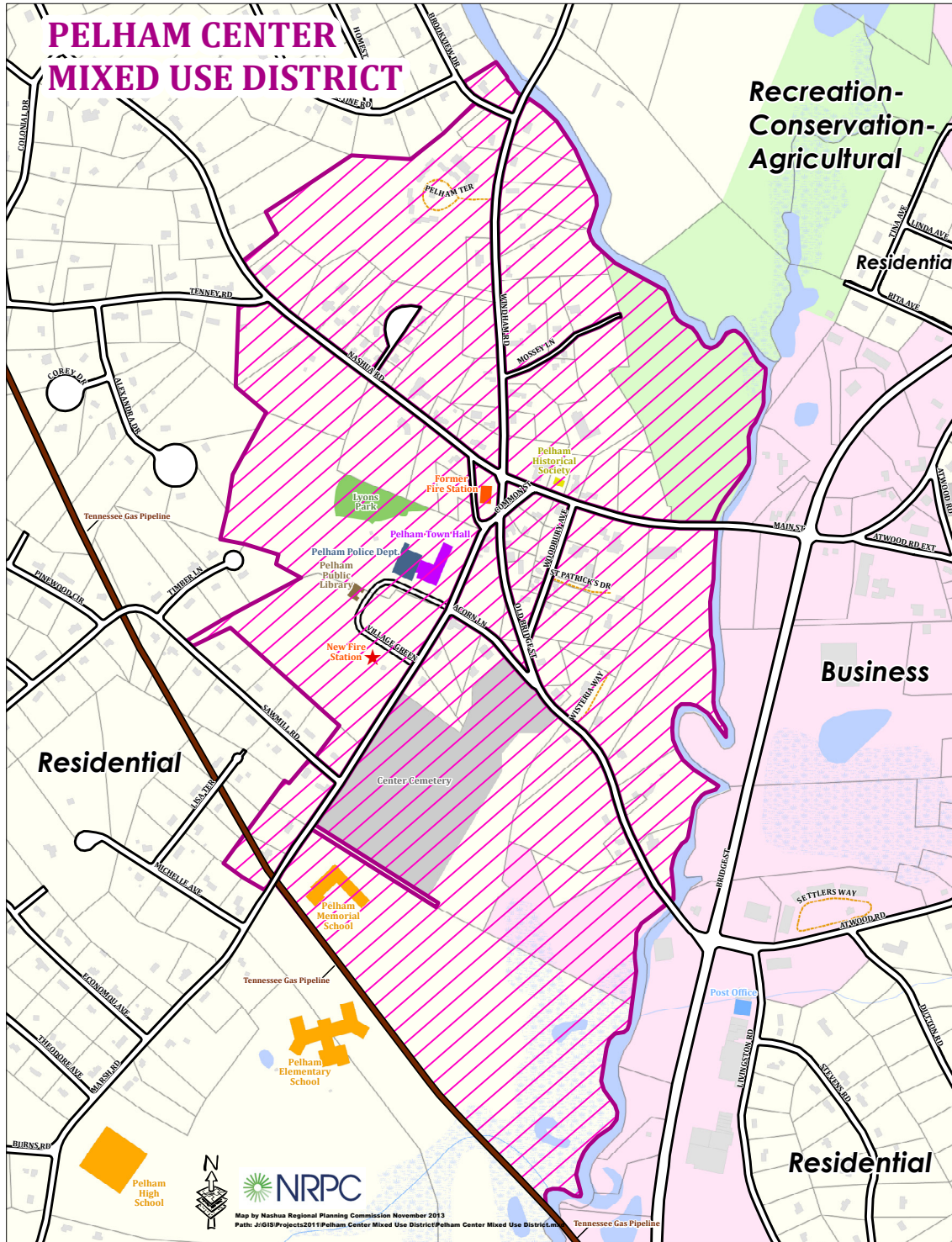
**Pelham Center is an area with a strong sense of place and a pleasant “human” scale of development, but it was necessary to attract new local businesses to recreate the vibrant center that once existed. Looking back at successful historic establishments that had existed in the center, it became clear that, under the existing zoning regulations, those very establishments would not be allowed to be developed today.**



The project team considered several options such as creating an Historic District or Neighborhood Heritage District, but these planning tools were seen as more restrictive, and not sufficiently conducive to development. A mixed use district was determined to be the best solution. *(continued on page 30)*



# Pelham





**THE PROJECT**› The Pelham project resulted in several regulatory changes: the establishment of a new development zone, Site Plan Regulation amendments, design guidelines, and Subdivision Regulation amendments. A Mixed Use Zoning District (MUZD) was established encompassing Pelham Center and many properties along NH Route 111A and Main Street, roughly following the roundabout and road reconstruction project area. The purpose of the new district would be to “permit a mix of business and residential uses within the same building or on the same parcel of land,” The intent of the project was to encourage more diversity in the housing stock to attract young families, and to accommodate a pedestrian-friendly, mixed use development pattern found in traditional New England town centers. The district was added to Pelham’s Zoning Ordinance and approved by voters in March 2014.

A goal of the project was to maximize the Planning Board’s authority over the development decisions by concentrating the changes in the Site Plan regulations. New development projects within the MUZD could be approved through a Conditional Use Permit. Design guidelines were in important part of the new regulations. Creating a pleasant, aesthetically pleasing and vibrant town center would require safe pedestrian access and streetscape amenities. Carefully crafted design standard language was added to the Site Plan Regulations pertaining to architectural and landscape requirements for the new zone. Subdivision Regulations were also amended to accommodate the requirements of the new MUZD.





**OUTREACH**› Pelham’s consultant and staff met with several groups, reaching out to underrepresented populations such as students and seniors. To help identify what the Town’s residents wanted to see in Pelham Center, prior to the public forums photographs were taken of examples of town centers throughout New England. These examples were presented to the participants, who were asked what they liked or disliked in each example. The team also polled the groups on what kind of businesses they would value in Pelham Center, and what type of public amenities would be desirable. The team also described how the design standards would be incorporated and regulated in the Site Plan Regulations.

**LESSONS LEARNED**› Effective outreach efforts take time in planning and execution. Having an outreach strategy that allows a comfortable schedule for both the participants and the presenters is important to the effectiveness of the efforts. The outreach schedule for this project was ambitious and would have benefitted from a slower pace. However, the overwhelming approval of the project by the public was due in large part to the public participation and education throughout the process.

## **PROJECT** › **Traditional Neighborhood Overlay Zone: Amendment to the Zoning Ordinance**

**CONSULTANT** › ORW / Hawk Planning Resources LLC

**BACKGROUND** › Infill residential development zoning had been on the task list for the Office of Community Development (OCD) for several years. In the early 2000's the Economic Development Authority asked the Director of the OCD to examine the potential for infill development in the commercial downtown zone. The resulting conclusion was that there were, at most, two parcels in the central districts of the Town that would allow infill residential development under the existing zoning. It became clear that the allowable development under the existing zoning was out of sync with the existing development patterns and future housing trends. This issue was central in the 2003 Master Plan update Land Use and Open Space chapters. While the desire to limit sprawl in to the rural zones and preserve the open space was ubiquitous, the zoning did not provide the framework for this to happen. An audit of Land Use that was done as part of the 2003 Master Plan concluded:

The audit was very useful in identifying potential areas of improvement. One such topic area was "Density." Peterborough did not show well in this area of the audit due to (1) a lack of established minimum densities, and (2) the lack of so-called "urban-sized" lots of 10,000-15,000 square feet. Smaller lot sizes in developed areas, such as the Downtown, will further encourage infill development and discourage sprawl into the rural district.

**In order to follow the goals of Encouraging Smart Growth through infill and mixed development and encouraging a new model of traditional neighborhoods, as stated in the Master Plan, a zoning ordinance change was needed.**





**THE PROJECT**› The final ordinance included establishing geographic boundaries for the Traditional Neighborhood Overlay (TNO) Zone, creating a new written zoning amendment and Site and Building Design Guidelines. The work focused on two existing residential zoning districts; the Family District and the General Residence District. These two districts abut the Downtown Village District where residents have easy access to services, entertainments and conveniences. By increasing residential densities in these areas, over encouraging new development in the outlying rural zones, the town would be following the Smart Growth Principles adopted by the state. This pattern of infill development allows for increased pedestrian access, walkable neighborhoods, reduced vehicle traffic in the downtown, makes use of existing infrastructure and protects valuable open space.

Careful examination of the existing neighborhood development patterns and housing stock inventory informed the establishment the boundaries for the TNO Zone. The zone included only the established, subdivided neighborhoods in close proximity to the downtown. The amendment specified a Conditional Use Permit and, where required, subdivision plan would be required, reviewed by the Planning Board, for any new infill proposals. Providing provisions in the ordinance that would ensure that the form and character of the existing neighborhoods be maintain was

## Planning Great Neighborhoods for a Vibrant Future



Are there creative approaches to provide housing that meet the needs of today's households while strengthening Peterborough's small town character and enhancing our historic neighborhoods? Please join us for coffee, a bagel and a community discussion. We have some ideas and would like to hear yours.

**What: Community Roundtable and Breakfast**

**When: Saturday November 17th 9:00 to Noon**

**Where: Peterborough Town House,  
1 Grove Street**

**Who: Town of Peterborough  
Carol Ogilvie, Community Development  
Call 603-924-8000 for Information**

**Children are Welcome. We will have activities for younger participants.**

critical to the adoption of the new ordinance. Appended Design Guidelines and minimum requirements that addressed setbacks, building design, preservation of existing buildings and lot coverage relied on a form-based approach that required the new development to adhere to the existing prevailing patterns and architecture of the neighborhood.

**OUTREACH** Outreach to the community was extensive. Flyers, community meetings, Public concern was centered on altering the character of the existing neighborhoods. Many of these concerns were appeased with the use of clear graphic examples, shown during meetings and workshops, of what the new development might look like.

**LESSONS LEARNED** Having clear and specific Master Plan goals addressing the need for infill was critical to the success of the zoning change. With the Master Plan development goals as a background the staff and consultant were able to make a strong case for Smart Growth policy changes. The successful adoption of the new regulations also benefitted from the previous couple years of work and discussions on the infill subject.





## TOWN OF Salisbury

POPULATION  
1,382 (2010)

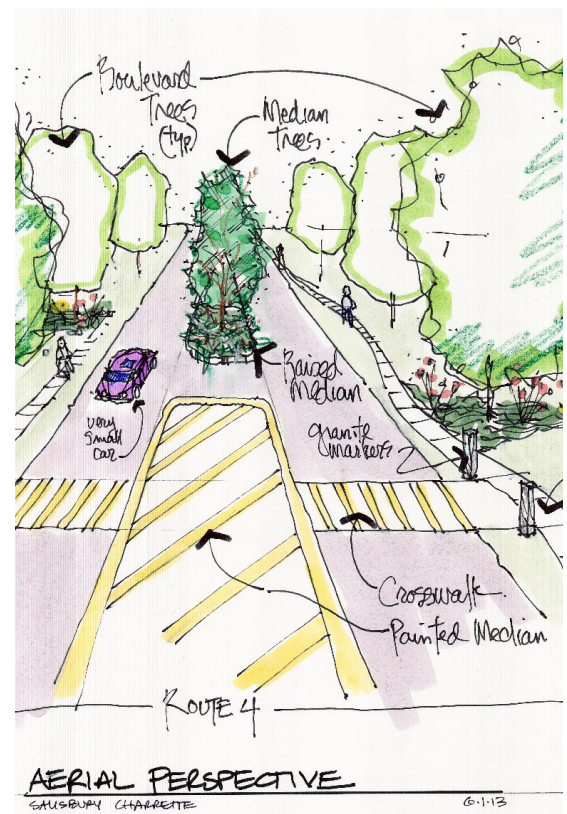
AREA  
40.2 square miles

### PROJECTS›

- 1 Housing Alternatives and Crossroads Village Project
- 2 Village Center Visioning Project

CONSULTANT› Mettee Planning Consultants

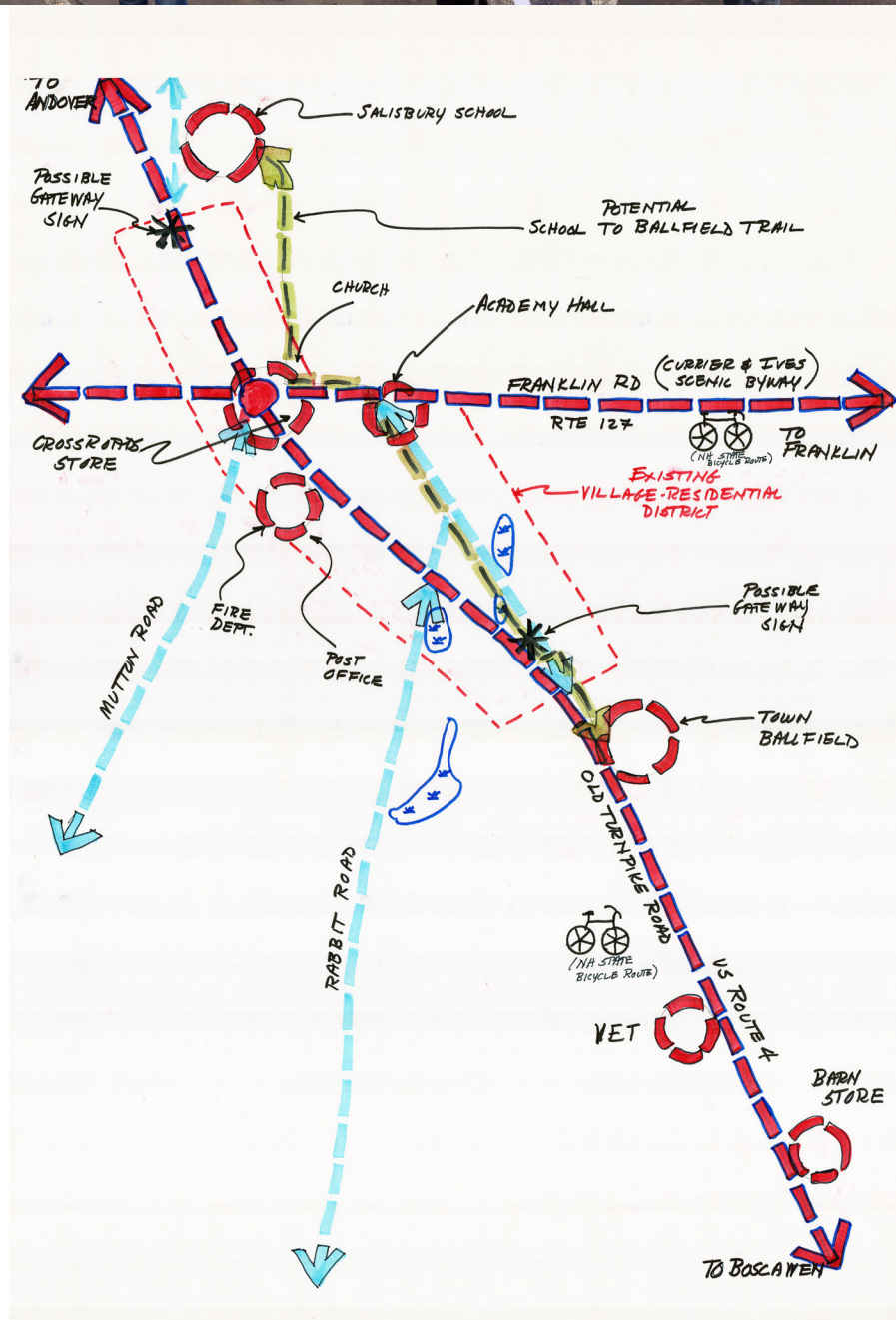
**BACKGROUND›** The Salisbury planning project included two interrelated elements that emerged out of previous zoning changes and a failed housing sub-division proposal. As a result of the zoning changes and the failed proposal, the Town recognized the need to examine its zoning ordinance, with particular focus on the Retail Village District and residential district development options. Like many small historic towns, the Salisbury Village center is located at a crossroads – here, US Route 4 and NH Route 127. Salisbury Village is an example of a small rural New Hampshire town center, with historic New England architecture and scale. However, like many similar towns, the existing zoning precluded any future development that mimicked the existing character of the village. With 2 acre zoning and large minimum setbacks, new development would result in a very different development pattern and aesthetic throughout the Village Retail District.



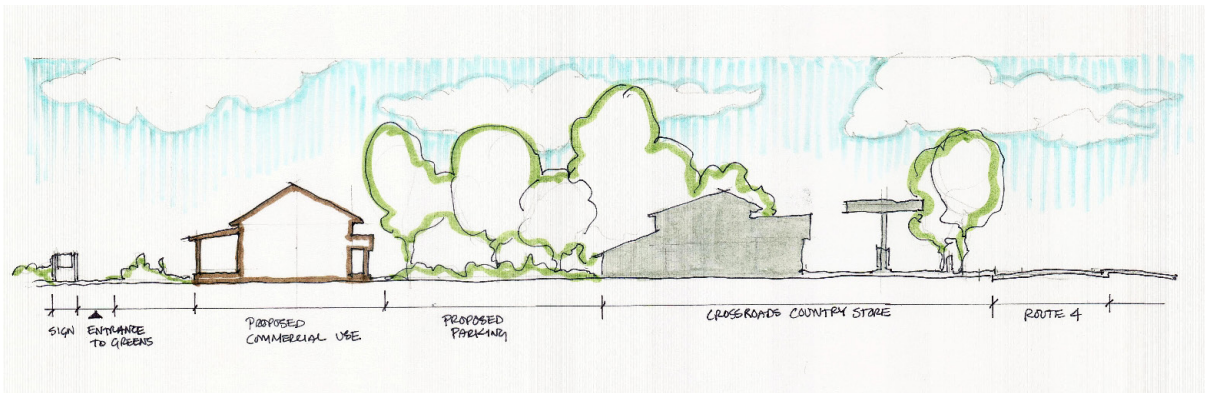
**While in the process of considering new zoning standards for the Village area, the Town realized the need and benefit of holding a public visioning session to address the question of what makes up the character of the Village and what would the ideal future development look like.**

It became clear that a better understanding of the physical implications of the development regulations was needed, and participation and input from the public in the process was critical. As a result, the Town undertook a public workshop or “charrette” to create a future vision for the Village. *(continued on page 36)*

# Salisbury







**THE PROJECTS**› The first step in the planning process was an audit of the existing development regulations, including the Zoning Ordinance and the Subdivision Regulations. Recommendations were made to the Planning Board that focused on allowing more housing development options, and on changes that would encourage an aesthetically pleasing development pattern in the Retail Village District (RVD) that was in keeping with historic character. With the existing 2-acre minimum lot size and single or unrestricted multifamily residential use zoning, any new development in the RVD would result in an uncharacteristic development pattern, very different from the tighter, small scaled character existing in the Village.

Upon examination of the (RVD) regulations, it became clear that the development regulations needed to be amended, and public input was critical.

**A day-long charrette provided the residents of Salisbury the opportunity to create a vision for future development. Through a series of interviews and meetings before the charrette event, the Salisbury Planning Board and consulting team formed an initial vision for the RVD. On the day of the charrette a professional design team gathered with citizens to create drawings and renderings that represented the ideas and concepts put forth during meetings and listening sessions. The concepts addressed many planning and design strategies concerning circulation and traffic calming, land use and buildings, design guidelines, and expansion of the district area.**

The resulting recommendations included smaller lot sizes, limiting the number of multifamily units allowed, and setbacks to coincide with existing buildings in the Village Accessory Dwelling Units were also proposed as a new housing option, allowing additional housing on the same lot as existing dwellings and providing greater affordability.. All regulatory changes drafted to address the amendments for Residential District and Retail Village District were passed at the 2014 Town Meeting. *(continued on page 38)*



# Salisbury



**OUTREACH** The community charrette process represented the majority of public outreach for the project. Public hearings and meetings with individual groups also helped to inform the decisions of the planning team. The public meetings and the charrette event were advertised in local papers and at the Salisbury school to encourage participation.

**LESSONS LEARNED** The design charrette as a communication and planning strategy was critical in the visioning and adoption of the new regulations for Salisbury. The graphic translation of land use regulations into a plans and sketches that citizens can understand is a powerful tool. This technique is engaging and creates a platform for citizens, planners and regulators to come together on a vision for their community.

Small rural towns are often understaffed and lack the expertise or resources to conduct in depth planning studies. At the same time many of these towns are under strong development pressure and often do not have regulations in place to steer the future development in a sustainable direction. Salisbury committed itself to hiring a professional planning team that could properly guide the review and amendment of development regulations to ensure a more sustainable future for the Town and its residents.

## PROJECT› **Traditional Neighborhood Overlay Zone: Amendment to the Zoning Ordinance**

### CONSULTANT›

**BACKGROUND›** The Town of Seabrook is the southeastern seacoast gateway to New Hampshire from Massachusetts. The state's tax-free retail policy has encouraged a thriving commercial development boom in Seabrook and many similar towns along the border. Route 1, the major north-south corridor along the seacoast, is home to miles of retail and commercial development. While this development is critical to the town's tax base, it also encroaches on the historic character of the original town villages and small-town flavor of the community. Two of the five original villages of Seabrook, North Village and Smithtown are located along Route 1.

**Once considered to be picturesque, these areas have been overtaken by shopping plazas and strip commercial development. Small local businesses find it difficult to compete with the big-box retailers and thus are discouraged from establishing or maintaining a presence.**

The large commercial development also puts pressure on the traffic volumes and safety, making the Route 1 corridor inhospitable to pedestrian and bicycle transportation. In addition the vehicle capacity of the intersections along Route 1 has been reached, with additional traffic caused by future development the issue will become worse.

**THE PROJECT›** The Route 1 North Village planning project focused on new zoning recommendations for the Route 1 corridor from the intersection of Route 107, north to the border of the neighboring town of Hampton Falls. The Master Plan for the town encourages small business development and limiting the big-box development in this area. With the current zoning, lot consolidation would be possible, paving the



way for more large scale retail development and worsening the traffic congestion. The North Village project vision included sustainable living practices, diversity of uses, public spaces and strong core neighborhoods. The town had the benefit of developing, and passing, a similar re-zoning strategy for the Smithtown Village, just south of Route 107. These strategies included: Limiting building sizes, Mixed use of commercial and residential, limiting number of dwelling units, limiting high traffic volume uses (such as drive-thrus and gas stations), and no new residential only development.

Substantial Landscape and Architectural Development Standards were also developed as part of the previous Smithtown project; these standards will apply to the newly created zones in the North Village area. These are part of the Site Plan regulations with a purpose “to create a neighborhood focused on a pedestrian oriented, economically viable development center in Seabrook”.

The recommended zoning changes were approved and adopted at the March 2014 Town Meeting.

**OUTREACH**› A Project Steering Committee was formed to guide the planning process. The Committee consisted of 9 members who represented a wide range of town interests including departments, boards, commissions and staff, and the development community,. Beginning in January of 2012 the Committee met monthly, or more often as needed, to consider possible zoning strategies for the North Village district. Working with the Rockingham Regional Planning commission, the Committee developed outreach materials and held several workshops in individual neighborhoods in the study area. In addition, the team met with local business owners for discussion and feedback on the proposed zoning changes. Coordination with the neighboring town of Hampton Falls was also important to the project goals, Steering committees from both towns met to discuss the land use and zoning strategies for the Route 1 corridor.

**LESSONS LEARNED**› Regional cooperation is vital to the success of these types of projects that deal with seemingly borderless development issues. The Route 1 corridor is an endless strip of parking lots and big scale commercial development, starting in Massachusetts. The effort of the Seabrook Steering Committee to coordinate with their neighbors to the north is important to ensure the development and traffic impacts are controlled and sustainable development can be promoted throughout the seacoast area.



# Route 1 North Village

## A Community of People and Place

Seabrook, New Hampshire

### PROPOSED ZONING AMENDMENTS



*The proposed North Village zoning amendments were prepared by the Town of Seabrook Planning Board and North Village Steering Committee.*

Amendments to the Seabrook Zoning Ordinance are necessary to create the North Village zoning district, and establish permitted uses and the scale and dimensions for development within the zoning district. The proposed zoning ordinance amendments (contained within pages Z-1 through Z-30) are summarized below.

- In Section 4, expansion of 6M Smithtown Village zoning district to include North Village which includes parcels adjacent to Route 1 north of its intersection with Route 107.
- in the Section 2-Definitions, minor revisions and addition of several new terms.
- In Section 6-Permitted Land Uses, revisions to several uses and deletion of Manufacturing as a Principal Use as manufacturing is included in the definition of Industrial-Heavy and Industrial-Light. Revision to permit drive-thru windows only in the commercial zoning district (2).
- In Section 7-Dimensional Requirements, building footprint limits (7,500 s.f. west of Route 1 and 20,000 s.f. east of Route 1) and requirement for a Conditional Use Permit to exceed maximum footprint limit for industrial uses east of Route 1. Minor adjustments to setbacks and lot frontage requirement in 6M.
- In Section 8-Special Exceptions and Conditional Use Permits, revisions to standards that applicants must address for grant of these approvals by the Board of Adjustment and Planning Board, respectively.
- In Section 13-Signs, minor revisions to the maximum cumulative surface area and height of signs in 6R and 6M.
- In Section 14-Non-Conforming Property, addition of references to permitted exceptions for expansion of non-conforming uses in 6M North Village as noted in Section 6-Permitted Land Uses and Section 7-Dimensional Requirements.

### A VISION FOR NORTH VILLAGE

Local investment builds local and regional economies.

Strong core neighborhoods make a strong community foundation.

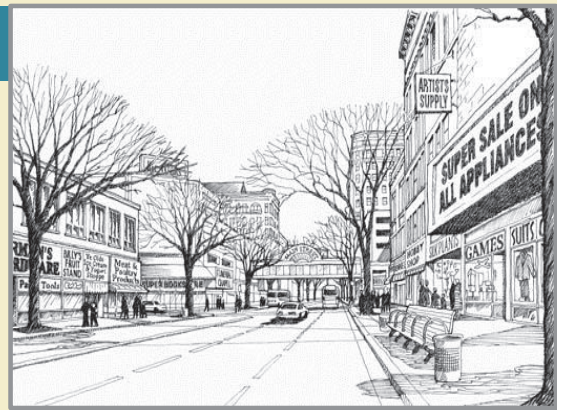
There is a place for everything, and everything has its place.

Sustainable living includes housing, transportation, health and safety, recreation, and shopping.

Diverse uses, services and neighborhoods are the building blocks of community.

Private buildings and public infrastructure work together to create public spaces and build community character.

Working together creates better opportunities.



For more information contact the Seabrook Planning Office at 464-5605 or visit their website at <http://www.seabrooknh.org>



**New Hampshire Housing**  
*Bringing You Home*